



One Team

One Fight

One Future

Total Army Integration



One Team, One Fight, One Future . . .

describes our concept for achieving Total Army integration, maximizing the contributions of the US Army National Guard, the US Army Reserve and the Active Army. The following pages lay out the foundation of our approach; the major challenges we face in the years ahead; the progress made so far; the new ideas that will take us the next giant step toward merging the Army's three components into one fully integrated, seamless Service; and, most important, our vision for maintaining a quality, trained and ready force.

As the ideas in *One Team, One Fight, One Future* unfold, you will find the key themes of Total Army integration emerging again and again.

- ***Readiness is nonnegotiable.*** Our bottom line is that maintaining a quality force that can execute the National Military Strategy in peace and war remains the bedrock of the Total Army idea.
- ***The Reserve components are our strongest link to the American people.*** The Reserve components constitute 54 percent of America's Army. Today, any Army operation must be a Total Army effort.
- ***Total Army leadership is essential.*** The leaders of the Total Army must work as a team, making the tough decisions necessary to structure, resource, train and modernize the force.
- ***We must change.*** Our National Military Strategy and the realities of a changing world have created new missions and challenges that can be ideally addressed with Total Army solutions. We are changing, and we continue to make great progress in preparing the Total Army for the 21st Century.
- ***The Army has bold new ideas.*** The Army's integration initiatives have tremendous potential. In particular, new organizational designs that integrate Active, Army National Guard and Reserve units will enhance Total Army readiness. Creating multi-component units will be a key enabler in building the Total Army leaders and agile, dynamic forces we will need in the 21st Century. This will fundamentally change the way we do business.

One Team, One Fight, One Future is a statement of intent for America's Army. We have a clear vision and a deliberate plan—and a total commitment to providing the Nation the best army on Earth and the right force for the 21st Century.



DENNIS J. REIMER
General, United States Army
Chief of Staff

For a text copy of *One Team, One Fight, One Future* or for more command information from the Army Chief of Staff on a variety of issues, visit the Chief of Staff's homepage at <http://www.hqda.army.mil/ocsa/chief.htm>.

ONE TEAM—ONE FIGHT— ONE FUTURE

For the Common Defense

Providing for America's national security is a formidable task. It always will be. It stands as the Nation's greatest continuous challenge—and it demands the Nation's finest effort. America's Army has always been built on meeting this challenge—of giving “nothing but our best.” *One Team, One Fight, One Future* is about embedding that spirit of excellence into the 21st Century Army—it is about developing programs for the continuing integration of the Army National Guard, the Army Reserve, and the Active Army. It envisions a process that creates Total Army integration, moving the Army from three components to one seamless 21st Century force designed to meet the challenges of supporting America's National Military Strategy.

One Team, One Fight, One Future includes:

- **A Clear Sense of the Challenges Ahead** describes how the Army is preparing for the future, building on our values and traditions, the National Military Strategy, and a clear vision which recognizes that *our Reserve components are our strongest link to the American people*.
- **A Unified Approach to Tough Decisions** is a frank and honest discussion of the challenges we face in effectively integrating the Total Army, including “right-sizing” force structure and the burden of excess infrastructure, as well as *the importance of Total Army leadership and teamwork* in addressing these issues.
- **The Four Principles—Our Approach to Integration** reaffirms that *the Army must change to prepare for the future* and lays out what we are doing to enhance Total Army integration, including adapting the force to meet the new missions and challenges of the National Military Strategy.
- **The Next Steps—New Ideas** suggests the next step in *Total Army integration through the creation of multi-component units and “teaming concepts”* ideally suited to meet the challenges of the 21st Century.
- **A Seamless, Integrated Force** provides our vision for the future of Total Army integration based on a resolution that *readiness is nonnegotiable* and that maintaining a quality force that can execute the National Military Strategy in peace and war remains the bedrock of the Total Army idea.



The *One Team, One Fight, One Future* concept recognizes that the relationships among the Army's three components have at times been strained, reflecting differing views on how best to balance current readiness and future modernization requirements. There are no easy answers. To move forward requires an honest appraisal of requirements and capabilities measured against our National Military Strategy, along with determining what must be done to enhance the integration process. Our approach has been shaped by frank and honest discussions with leaders in government, the military leadership from the other Services and throughout the Army, and in open dialogue with private American citizens who share a deep concern for our national defense. These discussions have helped us develop a clearer vision and a realistic appreciation of the opportunities, as well as the obstacles and challenges, facing effective integration.

Integration of the Army components is, at its heart, about achieving the bedrock of the Total Army idea—a quality force. Total Army integration is not about how Reserve component units can supplement or replace Active units—it is a process of combining the three components to create the force our Nation needs—it is all about quality—ensuring we have the best mix of forces available to get the job done. What follows is our assessment of the state of the integration programs that will ensure quality Total Army contributions to our national security today, tomorrow, and into the next century.

One Team, One Fight, One Future represents the Army's concept for developing Total Army integration programs. More than just a slogan, these words reflect three ideas that are the core of our effort to provide the most effective and efficient landpower for the 21st Century.

- The Army components must be supported, resourced, and modernized as one fully and completely integrated **team**.
- This team must function and **fight** together as a Total Army, with each component sharing in the duties and responsibilities of the Nation's defense.
- Most importantly, the team must draw on the knowledge, expertise, and wisdom of senior leaders from across the force to make the right decisions to prepare the Army to meet America's **future** national security needs.

These are the thoughts that stand behind our commitment to *One Team, One Fight, One Future*.

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A CLEAR SENSE OF THE CHALLENGES AHEAD

The Army must change to be prepared for the full spectrum of security tasks in the next century. We have already begun this transformation, studying our history, thoughtfully considering the future to gain a clear sense of the challenges ahead, and then adapting to manage change effectively.

Proud Traditions

History reminds us of two important traditions tying this great Nation together, bonds that give us both the strength and the irrepressible confidence to face the future.

The first and oldest Army tradition is our citizen-soldier heritage. The idea of the citizen-soldier is the heart of republican democracy. This tradition recognizes that citizenship carries both rights and responsibilities. Foremost among our responsibilities is each citizen's obligation to serve the common good and, when necessary, to take up arms in the common defense. The opportunity and honor to serve this great country are an essential part of what binds us together as one people. A clear but bitter lesson of the Vietnam War is that when America fights with anything less than a Total Army effort, we diminish ourselves. Committing the Total Army is an unmistakable statement of our Nation's purpose, a bold declaration to any foe that they are facing the resolve of all Americans. Learning this lesson well after the Vietnam War, Army Chief of Staff General Creighton W. Abrams restructured the force, ensuring that in future conflicts America's Army would fight the first battle together. This fundamental concept remains at the core of the Army's traditions.

*Reserve components are
our strongest link to the
American people.*



The second tradition that defines us is the nature of our profession. We are a profession of arms, a profession, as General MacArthur once said, predicated on “the will to win, the sure knowledge that in war there is no substitute for victory. That if you lose, the nation will be destroyed.” Our profession is unique. As a young leader recently stated, being a soldier is “more than just holding a job and going home for dinner.” We are a profession committed to unlimited and unrestrained service to the Nation, wherever and whenever America needs America’s Army.

Our shared traditions are the heritage of America’s Army. Our vision must recognize that preserving the dual traditions throughout the three components is the key to maintaining the essential fabric of the Total Army. The Army’s mission is too great to be achieved by any one component. It takes the combined effort and sacrifice of the Army team, individually and collectively, to perform such extraordinary service.

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A Promising Future

Achieving Total Army integration requires an appreciation for the challenges of the future as well as a respect for the lessons of the past.

A New Strategy—Shape, Respond, Prepare

Considering a force for the future starts with the National Military Strategy. Our current strategy, based on the three pillars “shape, respond, and prepare,” is a remarkable statement of American intent. It establishes three equally important tasks for America’s Total Force. Responding is the capability to answer a crisis, wherever and whenever it arises. The capability to respond, however, is not enough. We would rather deal with problems before they become acute, and diminish threats before they become dangers to our national interests. So our strategy also includes being able to shape the

international environment, creating the conditions that will make the world safer for our children and grandchildren. Finally, the strategy requires us, while maintaining current readiness, to prepare now for the challenges we will face in the 21st Century by modernizing our force, ensuring that we have an overwhelming advantage in the next battle and the Total Army leaders necessary to leverage the unbeatable combination of quality soldiers and modern technology.

Our approach to Total Army integration must be consistent with our National Military Strategy and the strategic requirements for landpower. In this respect, we must thoroughly understand and appreciate the unique contributions of each Army component. Each force has distinct attributes that best suit the specific needs of “shape, respond, and prepare.” Active forces are ideally suited for forward presence, global rapid response, and frequent or prolonged deployments. The Army Reserve, through its primary emphasis on support units, and the Army National Guard, through



its primary emphasis on combat units, provide critical enablers that complete the Army’s capability to perform the full spectrum of potential missions. In addition, the Army National Guard will always spearhead the homeland defense mission and military support to civilian authorities. Finally, the Army Reserve and the Army National Guard add resilience to the force, providing the Army with the means to rapidly expand and tailor its capabilities to match the strategic demand for land forces. In short, while every component has a role to play in each of the three pillars, specific requirements must be based on the needs of our National Military Strategy and the most efficient and productive use of the unique aspects of all of our forces.

Visionary Ideas—From a Joint Vision to Total Army Integration

National Military Strategy serves as the cornerstone for our thoughts about the future. Based on the strategy, the Joint Staff, the Army, and its components have each developed long-term visions. Linked and compatible, these visions reaffirm the importance of Total Army contributions.

Joint Vision 2010 provides a conceptual template for matching future-oriented joint operational concepts with emerging enabling technologies. The objective is full spectrum dominance, an unprecedented warfighting ability to overmatch any potential threat in any environment. *Joint Vision 2010* focuses each Service on taking full advantage of future capabilities. This joint vision does not, however, embrace “silver bullet solutions,” the promise that a single technology or innovation can solve all the Nation’s diverse and complex national security requirements. Capabilities to support all the joint operational

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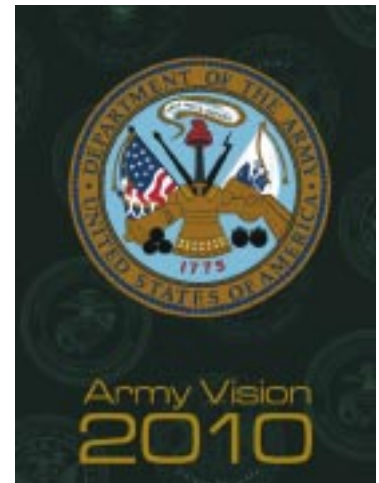
concepts must be developed to provide the mutually supporting and complementary forces needed for the future. *Joint Vision 2010* reminds us that we must deal with the world as it is, not as we want it to be. Though technology may allow us to radically restructure our forces and strategy in the long term, the Services must control the pace of change and transformation, providing a balance of capabilities, managing risk, and matching the delivery of enhanced capabilities with the maturing of technology.

Joint Operational Concepts:

- ***Dominant Maneuver***
- ***Precision Engagement***
- ***Focused Logistics***
- ***Full Dimensional Protection***

—Joint Vision 2010

Army Vision 2010 describes the Army's contribution to the operational concepts in *Joint Vision 2010*. The Army vision guides the transformation of the Active Army, Army National Guard, and United States Army Reserve. *Army Vision 2010* gives us a single unifying vision, reaffirming that the Army's senior civilian and uniformed leadership and the Army Staff have the authority and responsibility for ensuring that the Total Army is prepared to train, mobilize, deploy, and sustain operations to meet our Nation's needs today and tomorrow. *Army Vision 2010* also serves as a pledge by the senior Army leadership to maintain a momentum of modernization that will carry all components effectively through the decades ahead.



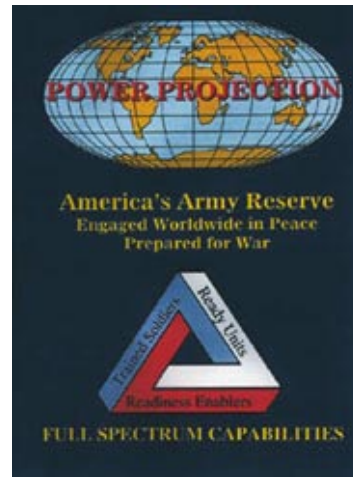
Army National Guard Vision 2010 and The United States Army Reserve white paper *America's Army Reserve: Building for the 21st Century* also make

important contributions to our vision of the future force. Rightfully, both reject the notion that modern war is too complex for Reserve component forces. In the 21st Century, more than ever, the Reserve components will be effective, relevant, and responsive to the needs of national security. The United States Army Reserve and Army National Guard, in fact, comprise 54 percent of America's Army, by far the largest percentage in any of the Services. The Army National Guard and United States Army Reserve provide



important complementary capabilities for the Total Force. The Army

National Guard supports both federal and state missions and provides vital assistance to local communities. In addition to their warfighting missions, they man the frontlines for homeland defense and domestic emergency response. The United States Army Reserve contributes critical support units, power projection and training enablers and individual soldiers to support the Total Army. Together, the Reserve components provide essential capabilities for every aspect of Army operations. The Army could not function without them nor expand to meet the Nation's often changing global responsibilities. These forces are also our strongest link to the American people, and this link is, without question, our greatest strength. The Reserve components are the visible presence of America's Army in our Nation's communities. The Army National Guard and Army Reserve expand the opportunities for every citizen to serve the nation and expand our Nation's power, making America equal to any challenge wherever and whenever it might appear.



A UNIFIED APPROACH TO TOUGH DECISIONS

Vision alone, however, is not enough to ensure the effective integration of the Total Army—change requires action. We began turning vision into reality with our Force XXI process, creating battle labs, conducting Advanced Warfighting Experiments (AWEs), and institutionalizing a change process for the 21st Century. The Force XXI process has become a model for the Department of Defense, a recognition that the Army as an organization has developed a powerful, disciplined, and forward-looking method to reshape the force. We know where we need to go, and in our Force XXI process, we have a concrete plan to get us there.

*Total Army leadership
and teamwork are
critical.*

All the difficult decisions, however, are not behind us. Even today, more than nine years after the collapse of the Berlin Wall, it is hard to grasp how significantly our decisions to change the Army have reshaped the force. We have reduced the Army by over 630,000 people, from the Active component, the Army National Guard, the Army Reserve, and our civilian component. We have closed over 700 bases worldwide. The changes of the last nine years would be enough to overwhelm any organization, but they are only the precursor. Tough choices remain in order to deal with our competing but mutually supportive priorities of ensuring short-term readiness and modernizing the force to prepare for the challenges ahead. We fully acknowledge that there are crucial, difficult core issues that we have yet to resolve fully. The key issues facing the Army

We must ensure that the Army has the right force structure—maintaining current readiness to respond effectively today, while preserving our capability to prepare the force for the challenges of the future.

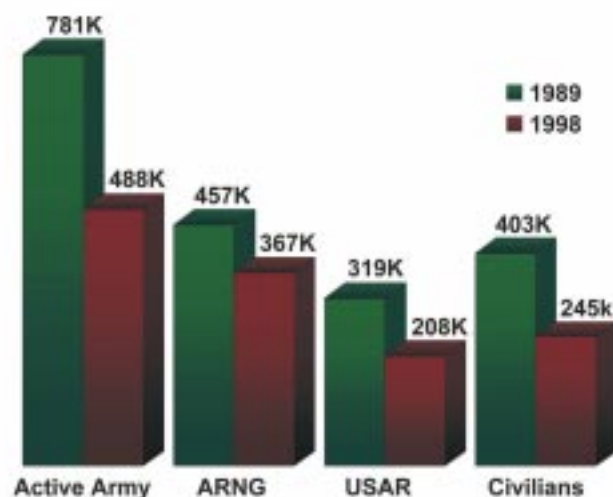
today span four critical areas: force structure, the institutional Army, infrastructure, and force modernization.

Force Structure

Force structure, in particular, remains a difficult challenge. The Army is in the process of completing force structure reductions while operational and

personnel tempos increase. This increased tempo has affected all the Army's components and placed great demands on the force as a whole. We considered this issue very carefully during the Department of Defense's Quadrennial Defense Review (QDR). A primary objective of the QDR was to determine the right size of military force for executing the National Military Strategy. A common misconception of the QDR was that it was based solely on "a two-war strategy." Many erroneously believe that the size of our force is predicated solely on the armed forces' ability to simultaneously fight in

A CHANGING ARMY: 1989-1998



two major theaters of war. Though a two-war capability does have a deterrent value, more accurately, the two major theaters of operations concept should be seen as a sizing mechanism, a strategic management tool, rather than a strategy in itself. During the QDR, the Office of the Secretary of Defense, the Joint Staff, Combatant Commands and the Services conducted a series of wargames called DYNAMIC COMMITMENT. While the wargames employed the two-theater scenario, they also included a comprehensive look at the

other requirements for shaping, responding and preparing. The exercise employed all of our Army forces, including our strategic reserve, the Army National Guard divisions, validating their warfighting and operational util-

ity. In other words, DYNAMIC COMMITMENT recognized that the Services need robust and versatile forces to hedge against the uncertainties of the future. Recent events have confirmed that the results of DYNAMIC COMMITMENT were on target. We are a force in demand. Today, there are more than sufficient missions to justify the size of the Total Army.

The Institutional Army

We must also be concerned about the institutional Army, the portion of the force responsible for recruiting, training and sustaining our operational units. The institutional Army supports all three components.

A quality Army requires, above all else, a trained and ready force. Meeting this responsibility starts with recruiting high-quality soldiers. The Army continues to enjoy success in attracting and retaining high-quality recruits, but attracting young people to serve, in the numbers we need, with unemployment figures at their lowest point in a decade, is becoming increasingly difficult. To accomplish the essential task of recruiting a high-quality force, we must continue to ensure adequately resourced recruiting programs.

The Training and Doctrine Command (TRADOC) provides a large part of the institutional Army's contribution to training the force. All soldiers, regardless of component, receive initial entry training at TRADOC installations. TRADOC's branch schools, the Sergeants Major Academy, and the Command and General Staff College educate noncommissioned officer and officer leaders from across the Army. In our effort to preserve essential operational capabilities, we have found indications that we have downsized too many of the key elements in this command and must correct this shortfall.

The Army Materiel Command (AMC) provides essential sustainment support for all the Army components, as well the other armed Services, while completing a major reorganization that has reduced its military and civilian work force by one-half. Currently, the Army is undergoing a Revolution in Military Logistics, transforming our sustainment process to meet the fast-paced, diverse requirements of 21st Century operations. Maintaining a responsive and efficient sustainment base is also critical to the Army.



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In short, to ensure the trained and ready force we need, the health of the institutional Army is central to the future success of Army integration programs.

Infrastructure

At the same time, despite reductions, we also recognize the continued presence of excess infrastructure that is supporting a smaller, leaner, and more efficient post-Cold War force. The cost of maintaining this excess capacity can only be sustained at the expense of readiness and quality of life for all our soldiers and their families. We must make the best and most efficient use of our resources.

Modernization

As part of its Force XXI process, the Army has conducted a series of Advanced Warfighting Experiments (AWEs) that have demonstrated the importance of information technologies for future operational capabilities. The Army is working to embed these capabilities throughout the force. The result will be Army XXI, a force designed to leverage the potential of information-age warfare. At the same time, the Army is developing the requirements for the Army After Next (AAN), the



next-generation force designed to perform the security tasks we expect beyond the year 2025. Maintaining an effective, integrated force will rely on sufficient resources to apply these modernization initiatives

to each component at a pace that preserves our capability across the full spectrum of national security needs.

Resolving the issues regarding force structure, the institutional Army, infrastructure, and modernization is a prerequisite for embarking on a visionary approach to Total Army integration. These challenges require tough decisions and thoughtful action. Making and implementing difficult choices require us to take a unified approach to decision making. The Army leadership must impartially present requirements for all Army components to the Department of Defense and Congress. The Army Staff is actively and systematically consulting with leaders from across the force to fully incorporate all views. In addition, we are working to eliminate statutory and bureaucratic processes that tend to inhibit, rather than promote, effective integration.

The Army has one overwhelming advantage in facing the tough decisions ahead. We know that in peace and war we must always depend on each

other. The Army is at heart a community, a community of Active, National Guard, and Reserve soldiers, civilian employees, and their families. Communities thrive when people care about one another, work for the common good, and trust one another. Today's Army is seeded with this spirit and is



committed to resolving our shortfalls and building on our strengths. We can be optimistic about the future. Our commitment to one another is the key to remaining the best Army in the world.

THE FOUR PRINCIPLES—OUR APPROACH TO INTEGRATION

In a recent letter to the Services, Secretary of Defense William S. Cohen recognized the importance of integrating all component forces. In his letter, Secretary Cohen outlined four principles to guide future integration efforts.

The Four Principles for Total Force Integration

- Clearly understood **responsibility** for ownership of the Total Force by the senior leaders throughout the Total Force.
- Clear and mutual **understanding of the mission** for each unit—Active, Guard, and Reserve—in Service and Joint/Combined Operations, during peace and war.
- Leadership by senior commanders—Active, Guard, and Reserve—to ensure the **readiness** of the Total Force.
- Commitment to provide the **resources** needed to accomplish assigned missions.

We believe that the four principles offer an effective framework for developing *One Team, One Fight, One Future* programs. This process begins with making an honest assessment of where we are and what we might do in the future to further enhance our efforts. Assessing the current state and prospects for Total Army integration is an important and instructive step to move the Army further down our path to the future.

Responsibility

We recognize that responsibility for the Total Army can only be taken through energetic leadership and effective communications. The Army has moved

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aggressively to improve communications. The Army Chief of Staff has had several small-group meetings of State Adjutants General ensuring close coordination between the National Guard and the Army's most senior leadership. In addition, the Secretary of the Army has established an Army Forum on Integration of the Reserve and Active components to embed Total Army leadership involvement in integration issues. The Secretary has also placed renewed emphasis on our Army Reserve Forces Policy Committee, composed of Active, Guard, and Reserve general officers. At the same time, the Vice Chief of Staff has reenergized the Reserve Component Coordination Council to address tough policy and resourcing issues. Together these efforts have immeasurably improved communications among the Army's three components.

The Army also has a long history of promoting the integration of component leadership within the Army Staff and major commands, and we will continue these initiatives. These steps are predicated on the belief that for leaders to take ownership of the Total Army, they must routinely work together, know one another, and understand the unique qualities and contributions of each component. For years, the Army has integrated senior Reserve component leaders into its major commands and the Army Staff. The 3rd Medical Command is just one example. Although composed primarily of Army Reserve soldiers, the command's Deputy Commander, Chief of Staff and 26 staff officers are from the Active component. The US Army I Corps is another example of a fully integrated command structure.

In the future, we will continue to expand the integration of Reserve and Active component leaders at all levels. We are considering innovative ways to increase integration opportunities throughout the careers of our officers and noncommissioned officers. Recently, we began a pilot program that places Active component officers in key Reserve component command and staff billets. In 1996, for example, as a proof of principle, an Active component lieutenant colonel assumed command of a National Guard artillery battalion. In the years ahead, we plan to conduct more command exchange programs, including having Reserve component officers command Active units. In addition, the creation of multi-component units will significantly enhance the professional development opportunities for all Army officers and noncommissioned officers. We look to these kinds of initiatives to guide our future efforts, and we must pursue them more aggressively. Shared experience, leader and staff exchange programs, the opportunity to serve and work together, and common understanding are key to building senior leaders who share in the responsibility for the Total Army.

Relevant Missions

This principle recognizes the importance of establishing clear, mutually understood missions for each unit. We believe “missioning” all units is essential because it establishes the purpose and relevancy of the force.

There is no question of the Total Army’s relevancy to the National Military Strategy. The Army needs all its forces to help meet its worldwide commitments for shaping the conditions that will enhance America’s global interests and responding to the threats that endanger our peace and security. In addition to our forward-deployed forces, the Army has been committed in 28 of the 32 major post-Cold War deployments, providing over 60

US Army Major Post-Cold War Deployments



percent of the personnel in those operations. In 1997, the Army averaged over 58,000 soldiers deployed daily away from their homes and families, spread across 70 countries around the world. Stability operations in Bosnia are a prime example of Total Army operations. In 1997, on average, one quarter of the force in Bosnia was provided by the Reserve components. Not only is the Army busier than ever, but its ability to project power is also greater today than at any time in our Nation’s history. During Desert Storm, for example, it took over 30 days to deploy the first heavy combat brigade to the theater. Today, we can deploy a heavy armored brigade in 96 hours. As the Nation’s strategic deployment and logistics support capabilities mature in the near term, our ability to deploy and sustain Active and Reserve forces will be further en-

hanced, thus making our forces even more versatile in conducting the global tasks of shaping and responding.

The Nation’s increased reliance on the Army in recent years is a reflection of the success of our transformation from a Cold War force to an

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Army relevant to the missions of the modern era. The task remains, however, to complete this transformation throughout the Total Army. We will convert 12 Army National Guard brigades to provide needed combat support and service support requirements identified as essential to the National Military Strategy. We are also creating new and

more capable integrated units such as the 32nd Army Air and Missile Defense Command (AAMDC), 93rd Signal Brigade Headquarters, Army Service Component Command-South, and 304th Materiel Management Center. In addition, we are exploring innovative organizational concepts such as the Associate Truck Company, where we design our operations to equip Army Reserve units with stay-back equipment from Active units as they deploy and fall in on pre-positioned equipment overseas.

To enhance the utility of the Reserve components further, we will also look for opportunities to create “dual-mission capable” units that not only have the potential to perform traditional combat missions but also meet a range of requirements. In this area, we are looking at a number of innovative concepts. These initiatives range from forming composite units that could augment or replace other forces to identifying new missions that the Reserve components could assume within their existing force structure. One of the most important areas for potential additional missions for the Reserve components is homeland defense. These missions could include responsibilities for National Missile Defense, protection of key assets, and response to domestic emergencies that include threats from terrorism and weapons of mass destruction.

The Army senior leadership is working closely with the Army Reserve and National Guard leadership to explore fully these new requirements and initiatives. We must ensure that every unit has appropriate, relevant assigned missions to guide its training, modernization requirements, and operational prepara-



tions. Our objective remains getting the greatest utility out of every component while adding predictability and stability to the force. Rapid and unplanned force structure changes are unnecessarily expensive, place additional stresses on the force, diminish readiness, and complicate not only resourcing decisions, but long-term professional development of officers and soldiers. Where possible, we must make informed decisions that minimize turmoil while providing the most effective and responsive force possible. As units are converted to take on new missions, we must also provide adequate resources to train soldiers efficiently in their new operational specialties. We must also ensure requirements for all units, including the Army's National Guard divisions, are accurately reflected in our war plans and operational requirements. Getting all the tasks associated with the "missioning" process right is crucial. It is key to providing the trained and ready, mission-oriented force needed to support the National Military Strategy.

Readiness

This principle recognizes that all our efforts are meaningless if we cannot ensure the readiness of the Total Army. This commitment to readiness must include training, maintaining, and modernizing the Total Force.

In the last few years, the Army, with congressional support, has made significant progress in creating an integrated approach to readiness. The 1993 Defense Authorization Act created the program commonly referred to as Title XI to enhance readiness within the Reserve components. Under this program, the Army assigns officers and noncommissioned officers to support the Army National Guard Enhanced Separate Brigades and other high-priority units. These Active Army soldiers are assigned to Regional Training Brigades to assist in the planning, preparation, and execution of training and mobilization. Key officers and noncommissioned officers are trained at the Combat Training Centers (CTCs) and Observer-Controller (OC) Academies and, through their experience and expertise, they bring the best of their training and operational techniques to soldiers throughout the force.

In 1995, the Army began implementation of the Total Army School System (TASS). TASS created an integrated system of Active and Reserve component schools that teach the same tasks to the same standards for all soldiers, adapting instruction to meet the unique training environment of each component. An important part of TASS is the pioneering efforts of the Army National Guard in developing distance learning using state-of-the-art information technologies to deliver training on demand to both Reserve and Active component forces around the world. Other important aspects of TASS are the United States Army Reserve Divisions (Institutional) and Divisions (Exercise), which provide training and training support for all components, including initial entry training, soldier skills qualification, and Reserve Officer Training Corps (ROTC).

"The Total Army must be prepared to deal with weapons of mass destruction and asymmetrical threats."
—General Dennis J. Reimer

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In 1997, the Army began Support to Organizational Training (SOT), a phased implementation plan that significantly improves our capability to provide training support to the Reserve components and reorganizes the training support structure for the Continental United States Armies (CONUSAs). By October 1999, we will have created one single integrated support structure. Once completed, this integrated structure will leverage the training assets resident in all our components and provide unity of effort to our training program.



New training initiatives continue to be developed. One readiness initiative of major importance proposed by the State Adjutants General is the development of the Integrated Division. Over the next year, the Army will create two Integrated Divisions, each with three Army National Guard Enhanced Separate Brigades under a headquarters commanded by an active-duty major general. This effort will culminate two and one-half years of hard work and outstanding cooperation. We are moving to establish these two Integrated Divisions in October 1999, with the division headquarters having a well-defined training and readiness oversight responsibility for the Enhanced Separate Brigades. As we gain experience and more fully define the potential of the organization, we will look for the future opportunity to field a deployable Integrated Division.

The Reserve Associate Support Program is another important initiative that provides enhanced training for Army Reserve soldiers. After individual entry training, soldiers serve in an Active Army combat support or combat service support unit for extended periods. These soldiers then return to their Army Reserve unit experienced and fully trained. The Army is now implementing a pilot program to test concept feasibility.

Another promising program is the National Maintenance Training Center at Camp Dodge, Iowa, which trains Active Army, Army National Guard, and Army Reserve maintenance companies. Direct or general support

maintenance units that complete training at Camp Dodge subsequently participate in training during an Active or Reserve component deployment to the National Training Center (NTC). This program provides an exceptional opportunity for training critical combat service support skills and enhances the readiness of Active and Reserve units.

To enhance Total Army readiness further, we have expanded the use of the Army's world-class combat training centers for the Reserve components.

All unit rotations to the National Training Center (NTC) and Joint Readiness Training Center (JRTC) include Active and Reserve units and soldiers. In 1997, NTC and JRTC trained almost 23,000 Reserve component soldiers. One training rotation per year is set aside for an Army National Guard Enhanced Separate Brigade at both the JRTC and NTC. The Battle Command Training Program



(BCTP), which trains both Active Army and Army National Guard divisions, already devotes 60 percent of its effort to the Reserve components. In addition, we are supplementing Combat Training Center (CTC) experience with exportable CTC training packages that will allow us to project CTC standards and techniques to assess and support live "lane" field training.

All these individual efforts are important, but we still lack an overarching comprehensive approach to Total Army readiness. We must start by improving our understanding of standard measures of readiness across all the components. We must have a level playing field—one clear, consistent standard for the Army. Army readiness must also be continually tested and validated. Finally, we must thoroughly assess our training and mobilization capabilities, ensuring that they realistically meet the needs of the Total Force. As a first step, we are developing an Operational Readiness Unit Status Report that will derive comprehensive, consistent, and verifiable operational readiness ratings for all Army units. As we develop this system, we must continue to ensure that warfighting commanders have accountability for all the component forces assigned to them.

Resources

All Total Army integration programs must culminate with a commitment to resource forces adequately to accomplish their assigned missions.

Over the last six years, the Army has invested an unprecedented \$21 billion in modernizing Reserve component forces.

Although in recent years we have revised and integrated our internal resourcing processes and priorities to reflect the increased reliance that the Army has placed on the National Guard and Army Reserve, the Army does not have sufficient resources to address all the needs of the Total Army. Since 1989, the Army budget has declined in buying power by 37 percent. This reduction in resources has affected all the components, limiting our ability to leverage all their unique strengths. The Army has, where possible, targeted prudent investments in the Reserve components. Over the last six years, for example, the Army has invested an unprecedented \$21 billion in new or refurbished equipment to modernize Reserve component forces. These investments demonstrate the Army's commitment to fund the force so that we get the most out of what we have. Any additional resources we receive in the future will be used to improve the readiness of all components.

In the future, more can and will be done to ensure the efficient and appropriate distribution of resources. Reserve and National Guard participation is critical in the Total Army Analysis (TAA) force structuring process, programming, and budgeting. Increased participation alone, however, is not enough. Even the most efficient use of resources cannot compensate for a lack of resources. There is still much to do—and very limited dollars to do it with. Defense spending accounts for 3.0 percent of GDP and is declining—the lowest level since Pearl Harbor—while the armed forces are as busy as ever. In the face of these fiscal constraints, we must make the best use of our resources and continue to maintain the right balance between current and future readiness.

THE NEXT STEPS—NEW IDEAS

In addition to our current and planned *One Team, One Fight, One Future* programs, we also must look to new ideas that will make the next giant step toward realizing the seamless, integrated force of the future. We believe that many of these ideas will be found in our Force XXI process as we think through the possibilities for redesigning the Army's force structure to meet the challenges of the next century. Through the Force XXI process, we will look at new multi-component units and “teaming concepts” that will provide flexible, agile forces which can be rapidly tailored to meet a wide range of operational requirements and leverage the inherent strengths in all the components.

We have already begun creating these new organizations, integrating over 400 Reserve component spaces across two-thirds of the units in the recently completed redesign of the 4th Infantry Division at Fort Hood, Texas. This digitized and modernized division represents the spearhead of America's land combat power for Army XXI and a “way point” toward the Army After

Next. In addition, by integrating Reserve component soldiers into an Active division structure, the design will serve as the basis for developing future integration initiatives.



We plan to further strengthen the Army's ability to respond through Divisional-Teaming, a pilot program that will pair selected Active and National Guard combat divisions across the entire spectrum of Army operations. Under the Divisional-Teaming concept, partnered divisions will conduct joint planning, training, and readiness assessments. When called upon to support operational requirements, the divisions will team their resources for rapid response. The Active division will take the lead in global crisis response. The Army National Guard will augment and assist its partnered command, speeding deployment of the Active division and then conducting its own follow-on, post-mobilization preparations. In domestic emergencies or homeland defense, the Active division will be prepared to supplement and reinforce the Army National Guard division's lead. Through the Divisional-Teaming partnership, both units will benefit, and the Army's capability to respond across the full spectrum of military operations will be greatly enhanced.

As we look to additional integration initiatives, we need to explore programs that allow us to round out or supplement Active forces with small platoon and company-sized National Guard and Army Reserve units, enhancing our means to rapidly tailor or reconstitute forces to meet specific operational needs. This fast-track deployment process would offer a dual advantage. First, it would facilitate the "quick reaction" response our forces need to meet the dynamic requirements of the post-Cold War world. Second, integration at the lowest levels would provide our young leaders more exposure to the capabilities of the entire Army. As these officers and noncommissioned officers become more senior, they will carry with them

As the Force XXI process works toward building the Army After Next (AAN), the redesigned Army for 2025 and beyond, we must embed the multi-component concept into all our organizations.

the trust and confidence in each other that they have gained through years of common training and operational experience.

With this concept in mind, we are, for example, exploring the feasibility of a pilot program for integrating an Army National Guard company into selected infantry battalions in our Active light infantry divisions. The initial test would include three companies each in two of our light infantry divisions. The Army National Guard company commander and his soldiers would be seamlessly integrated into the Active unit through a structured program that ensures common equipment, training, and readiness standards. These integrated light infantry battalions could set the pattern for future Army organizational designs. By constructing units with “building block” capabilities, we will not only enhance integration, but we will also continue to develop adaptive forces that are optimally suited to performing the myriad, complex security tasks the Army will undertake in the 21st Century.



As the Force XXI process works toward building the Army After Next (AAN), the redesigned Army for 2025 and beyond, we must embed multi-component units into all our organizations. One of the most important lessons we have learned from our Advanced Warfighting Experiments (AWEs) is that we are building systems that far outstrip the limits of human endurance. Machines can run twenty-four hours a day—people cannot. We must look at building future organizations that allow us to maximize the human potential of the force. To do that, we must consider force structures that incorporate multiple crews and staffs, enhancing our ability to perform continuous operations. Another potential “plug-in” capability is earmarking commands and staffs as “bridging forces” for working with our friends and allies around the world. These soldiers would serve as important links to facilitate combined and multinational operations and integrate high- and low-tech forces. Such concepts would

make the future force structure more robust, agile, and efficient, and would enable commanders to build just the right capability to match the requirements of each mission.

These ideas are a recognition that the Army must continue to change. In Force XXI, we have a disciplined process to flesh out these new concepts and synchronize them with the Army's other ongoing efforts. As we move forward, "teaming concepts" and multi-component initiatives will become an integral part of our disciplined and deliberate path ahead.

A SEAMLESS, INTEGRATED FORCE

The Army's current and planned programs will serve as our bridge to the future, a future that moves Total Army integration from coordinating three components to building one seamless 21st Century Force, a common culture based on common training, doctrine, experience, and shared knowledge. This future force might include:

- A single education, training, readiness, and deployment system for the Total Army.
- Personnel management systems that allow leaders and soldiers to serve in multiple components during a career of service as a matter of course.
- Fully integrated command and control and digital systems that allow for thorough and complete integration of all component forces.
- Organizations that maximize the capabilities and unique strengths of each component.

The seamless, single integrated Army of the future will not only be bound together by its structures and systems, but will also be forged with the Army's enduring commitment to teamwork, discipline, values, and absolute trust.

Finally, our vision of the future force reaffirms that readiness is nonnegotiable. Our bottom line is that maintaining a quality force that can execute the National Military Strategy in peace and war remains the bedrock of the Total Army idea. To that end, Total Army integration must be a centerpiece in our Force XXI process and we must approach the challenge with Total Army teamwork, including addressing the "core" issues identified by the Reserve component leaders. We'll start by ensuring the Total Army leadership participates fully in our Army After Next (AAN) wargames that are helping to define our future requirements and in the Total Army Analysis (TAA) process that is shaping our force structure for the years ahead. These key activities and the programs and initiatives discussed in *One Team, One Fight, One Future* are the critical tasks of Total Army integration.

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*Readiness is
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A COMMITMENT TO THE FUTURE

One Team, One Fight, One Future is a commitment to nothing less than a complete transformation of the Total Army. The One Team concept is a commitment to develop Total Army integration programs that:

- Reaffirm the protection of America's vital interests as our #1 priority;
- Respect the heritage and traditions of the Total Army—because they are the links in the chain that anchor America to America's Army;
- Sustain an enduring commitment to mission, train, support, and care for every soldier in America's Army; and
- Ensure maximum input from senior leaders from the Total Army so that we make informed decisions and judiciously use our resources.

We are committed to these initiatives because they chart the right course for building the right force for the 21st Century—providing America “nothing but the best”—*America's Army!*

*“An army is a team.
It lives, eats, sleeps,
fights as a team.”
—General George S.
Patton*



